

# MEMORANDUM

**TO:** Chief Alan G. Rodbell  
**FROM:** Planning, Research & Accreditation Division  
**DATE:** January 14, 2005  
**SUBJECT:** 2nd Quarter Report (Oct-Dec) - 2004/05 Strategic Plan

Below is a summary of the progress and current status of Strategies that were active during the 2nd Quarter of FY 2004/05. This period covers activity beginning October 1, 2004 through December 31, 2004.

## EXECUTIVE SUMMARY

<b>Strategies Active During Q2:</b>	<b>39</b>		<b>Strategies Scheduled to be Completed Q2 Based on Approved Extension Date:</b>	<b>0</b>
Began 1st Quarter (Jul-Sep):	9	23.1%	<b>Strategies Scheduled to be Completed Q2 Based on Original Target Date:</b>	<b>10</b>
Began 2nd Quarter (Oct-Dec):	10	25.6%	<b>Strategies Actually Completed Q2:</b>	<b>2</b>
Continuing from FY2003/04:	<u>20</u>	<u>51.3%</u>	Began 1st Quarter (Jul-Sep):	0
		<b>100.0%</b>	Began 2nd Quarter (Oct-Dec):	0
			Continuing from FY2003/04:	2
<b>Strategies On-Schedule:</b>	37	94.9%	<b>Number of Extensions Granted Q2:</b>	<b>5</b>
<b>Strategies Not On-Schedule:</b>	<u>2</u>	<u>5.1%</u>		
		<b>100.0%</b>		

## KEY ACCOMPLISHMENTS

### 1.0 Reduce Crime – Deputy Chief John Cocca

- Identified key personnel to form the curriculum implementation committee for the Lion's Quest curriculum as part of the Juvenile Delinquency Prevention Initiative. Analyzed historical juvenile delinquency data collected by the LINKS Collaborative to determine baseline statistics (1.1.1).
- Completed an internal audit of the Crime Analysis Unit's current crime analysis products & gathered input from Patrol, Investigations & Chief's Command Staff related to updating the products &/or creating new products to meet the Department's needs (1.1.2).
- Interviewed & selected Sergeants for the Downtown District squads as part of the Downtown Policing Plan (1.2.1).

### 2.0 Organizational Excellence – Deputy Chief Raymond Schultz, Cmdr. Dave Marshall, & Cmdr. Bill Wilton

- Assessed the feasibility of using 360 interviews during the promotional process & confirmed the Department will use on a voluntary basis during the next Sergeants promotional process (2.1.2).
- Distributed a survey to all civilian & sworn supervisors to collect information related to specific technical skills & training opportunities desired for successful track applicants. The information will be used to produce a guide for supervisors & employees in career planning (2.2.1).
- Completed Department adoption of six service standards & adoption of the acronym "PRIDE" (Professional, Responsive, Initiative, Dignity & Excellence) to represent & market the standards. Created posters & pocket-cards for distribution of the service standards to all employees (2.2.2).
- Conducted an assessment of how other valley agencies deal with transitional duty officers & employees, & any differences between on-duty & off-duty injuries. Issued a special order outlining new procedures for the Personnel Manager monitoring & making all transitional duty assignments. Established a weekly reporting process to show all transitional duty personnel & current status (2.2.3).
- Received approval on a Year-1 support-personnel staffing plan that was submitted to command staff. Completed & submitted budget documents required for implementation of the plan (2.3.1).

- Received final deployment study report from Northwestern University & submitted to command staff & the City Manager for final review & approval (2.3.3).
- Submitted & received command staff approval on newly revised format of the Department General Orders manual (2.3.4).

### **3.0 Strengthened Relationships – *Cmdr. Barry Vassall, Cmdr. Mike Rosenberger & Cmdr. Sean Duggan***

- Developed an illegal parking advisory notice in an effort to increase parking compliance in revitalization areas through education & enforcement (3.1.1).
- Finalized commemorative hat project & announced availability for purchase & approval for wear. Contributed historic Police Department photos for inclusion in the Department newsletter “Police-line”. Archived historic photos on CD & began selection of photos for upcoming “virtual museum” (3.3.1).
- Revised & updated all manuals & General Orders pertaining to the Explorer Program. A new Co-Lead Advisor assumed responsibilities within the Post, & a new Explorer Advisor assumed responsibilities of assisting with training coordination (3.3.2).
- Hosted a Hispanic Community Forum & developed outreach strategies for the Hispanic community. Incorporated the new outreach strategies into the Departments 5-Year Strategic Plan (3.3.4).

### **4.0 Strengthened Homeland Defense – *Cmdr. Burl Haenel***

- Completed 13 Hirsh keypad installations at the Human Resources Main Street facility. Developed access requirements for Human Resources Main & issued proximity access cards to identified personnel (4.1.1).
- Conducted a series of meetings with City E.S.A.P. team to get feedback on the design of new business resumption form. Began meeting with City Departments to individualize business resumption plans (4.2.1).
- Awarded Security Guard contract to new vendor & met with vendor to develop transition plan. Cancelled existing temporary security contracts & developed revised post orders & procedures for new posts (4.1.1).
- Completed Department-wide mask fit testing for issued gas masks to meet OSHA & Department requirements. Ordered & received sample protection suits in preparation for sizing all employees & issuing to all sworn personnel (4.2.2).

### **5.0 Advanced Technology Solutions – *Director Helen Gandara-Zavala***

- Completed project coordination meetings with Intergraph for new Police applications with RMS, CAD, Jail Management, Field Reporting & Message Switch. Installed hardware for Intergraph CAD core system & CAD training system. Completed CAD core group training (5.1.1).
- Involved new systems integrator in the implementation of new Intergraph System. Completed documentation on how to maintain the Department’s mission critical systems & began performance testing by I.S. technicians (5.3.2).
- Submitted & received command staff approval on Capital Improvement Project request for 5-Year plan for replacement of existing Crime Lab equipment & instrumentation (5.3.3).
- Completed incorporation of web committee recommendations & additional requested content for PD website (5.3.4).

### **6.0 Enhanced Facilities – *Cmdr. Burl Haenel***

- Completed initial meeting to discuss design needs for the Downtown District facility (6.1.1).
- Received City Manager approval to move forward with the new Police/Fire Headquarters facility project. Completed a needs assessment for project development, began detailed design process & budgeting, & prepared City Council Action (6.1.4).
- Completed meetings with architect to develop a schedule for review of the final design of the Police/Fire Training facility. Began series of meetings with architect to identify design details of the facility (6.1.5).
- Developed construction schedule for City Hall & One Civic Center security improvements, & completed recommendations for Vista Del Camino remodel plan (6.2.1).
- Completed meeting with architect on drawings for parking shades at District 3, & received approval for the design of the shades. Released specifications & began procurement process for the parking shades (6.2.2).

## STRATEGIES WITH ALL TASKS COMPLETED

Sponsors reported the following Strategies "Completed" this Quarter:

### ALL TASKS COMPLETED

**Strategy:**

3.3.2 "Expand the Explorer Program & enhance leadership support of the Program"

**Sponsor:**

Cmdr. Sean Duggan

**Comments:**

Completed a comprehensive Explorer Program assessment including recommendations for improving recruitment and expanding activities and advisement. Completed lesson plans and established safety procedures for the Explorer firearms and driver-training programs through department training unit. Identified role of the School Resource Unit in Explorer recruitment in the schools. Implemented the following program improvements: 1. Revised and updated all manuals and general orders related to the program. 2. Introduced our new Co-lead Advisor, Sergeant JC Taylor, and had him assume responsibilities within the Post. 3. Introduced our new Explorer Advisor, Officer Jason Glenn, to the Post and had him assume his primary responsibility of assisting with training coordination. 4. Implemented Explorer Firearms and Driver Training Programs. 5. Implemented Explorer Bike Patrol Program.

**Measures of Success:**

Current Explorer program is assessed. Program improvements are identified. Program improvements are implemented.

**Start Date:**

Oct. 2003

**End Date:**

Jan. 2004

**Duration:**

15 months

**Status:**

Ahead of Schedule

**Strategy Leaders:**

Lt. Todd Muilenberg

**Team Members:**

Lt. Todd Muilenberg, Sgt. Mike Reardon, Sgt. JC Taylor, Sgt. James Dorer, Ofc. Patrick Regan, Ofc. Wes Shaffer, Ofc. Phyllis Zobel, Ofc. Jeromie O'Meara, PA Bonnie Cross, Kathy Erickson

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### ALL TASKS COMPLETED

**Strategy:**

3.2.1 "Develop an effective communications process for Police Department operations"

**Sponsor:**

Cmdr. Mike Rosenberger

**Comments:**

Identified a "Meeting Administrator" from ASB to gather information concerning the standing meetings held by all PD departments. Identified department designees responsible for supplying meeting information to the Meeting Administrator. Trained Meeting Administrator to place information in the Outlook calendar. Ready to announce to the organization the strategy is complete.

**Measures of Success:**

Standing meetings utilized to ensure consistency of information dispersed to department employees. Greater understanding and access to departmental priorities by all PD employees. Ability for all employees to voice concerns and contribute useful suggestions up the chain of command.

**Start Date:**

Dec. 2003

**End Date:**

Dec. 2004

**Duration:**

12 months

**Status:**

On-Schedule

**Strategy Leaders:**

Lt. Mike Anderson

**Team Members:**

Employees selected from U.S.B., I.S.B., and A.S.B.

## EXTENSIONS GRANTED

Five extensions were reported by Sponsors & Strategy Leaders this Quarter:

2.3.2 "Recommend & implement best practices in recruitment of Spanish speaking police employee candidates"		
<b><u>Original Baseline</u></b> <b>Start Date:</b> 07/2003 <b>End Date:</b> 06/2004	<b><u>Extension</u></b> <b>End Date:</b> 07/2005	<b><u>Previous Extensions</u></b> 1. From 06/2004 to 12/2004, Q4-FY03/04
<b>Sponsor:</b> Cmdr. Dave Marshall (11/2004)		<b>Strategy Leader:</b> Mgr. Glen Olson
2.3.6 "Integrate revised 5-Year Strategic Plan goals with PD Performance Measures & Annual Progress Report"		
<b><u>Original Baseline</u></b> <b>Start Date:</b> 04/2004 <b>End Date:</b> 09/2004	<b><u>Extension</u></b> <b>End Date:</b> 06/2005	<b><u>Previous Extensions</u></b> 1. None
<b>Sponsor:</b> Cmdr. Dave Marshall (10/2004)		<b>Strategy Leader:</b> Mgr. Will Davis
4.2.1 "Test emergency/recovery protocols & develop city-wide business recovery plans"		
<b><u>Original Baseline</u></b> <b>Start Date:</b> 10/2003 <b>End Date:</b> 12/2004	<b><u>Extension</u></b> <b>End Date:</b> 09/2005	<b><u>Previous Extensions</u></b> 1. From 12/2004 to 06/2005, Q2-FY04/05
<b>Sponsor:</b> Cmdr. Burl Haenel (11/2004)		<b>Strategy Leader:</b> Dir. Marc Eisen
5.2.2 "Conduct refresher radio training for all employees who use radios"		
<b><u>Original Baseline</u></b> <b>Start Date:</b> 10/2003 <b>End Date:</b> 07/2004	<b><u>Extension</u></b> <b>End Date:</b> 04/2005	<b><u>Previous Extensions</u></b> 1. From 07/2004 to 09/2004, Q1-FY04/05 2. From 09/2004 to 12/2004, Q2-FY04/05 3. From 12/2004 to 02/2005, Q3-FY04/05 4. From 02/2005 to 04/2005, Q3-FY04/05
<b>Sponsor:</b> Dir. Helen Gandara-Zavala		<b>Strategy Leader:</b> Mgr. Tom Melton (01/2005)
5.3.4 "Improve department web capabilities"		
<b><u>Original Baseline</u></b> <b>Start Date:</b> 08/2003 <b>End Date:</b> 12/2003	<b><u>Extension</u></b> <b>End Date:</b> 06/2005	<b><u>Previous Extensions</u></b> 1. None
<b>Sponsor:</b> Dir. Helen Gandara-Zavala		<b>Strategy Leader:</b> Dir. Joe Hindman (11/2004)

## ADJUSTMENTS TO THE STRATEGIC PLAN THIS QUARTER

1. Moved Facility Hardening activities from 4.1.1 "Develop Policies, Protocols, & Equipment Standards to Implement Security Improvements to City Facilities" to 6.2.3 "Implement Homeland Security Facility Improvement Projects for the Police Department & City" (Cmdr. Burl Haenel, 10/2004).
2. Moved Strategy 1.2.4 "HEAT Team for District 2" from FY2004/05 to FY2005/06 (Deputy Chief John Cocca, 10/2004).
3. Moved Strategy 3.1.1 "Increase Police Department Integration in Neighborhood Revitalization Process" from 1<sup>st</sup> Quarter to 2<sup>nd</sup> Quarter, 2004 (Cmdr. Barry Vassal & Lt. Johnny Cervantes, 10/2004).
4. Renumbered Strategy 3.3.5 "Develop a Scottsdale Police Museum to celebrate the history & culture of the Scottsdale Police Department" from 3.3.5 to 3.3.1 to re-sequence Objective 3.3 Strategies for publication (PRA Division & Lt. Marcy Miller, 10/2004).
5. Modified Strategy End Date from 09/30/2004 to 06/30/05 for 2.3.6 "Integrate revised 5-Year Strategic Plan goals with PD Performance Measures & Annual Progress Report" (Cmdr. Dave Marshall, 10/2004).
6. Modified scope & title of Strategy 2.2.6 from "Review promotional requirements for sworn & civilian employees, including pre-requisite training/work experience that might be mandated or suggested" to "Conduct a complete review & assessment of the current promotional process for the ranks of Sergeant & Lieutenant" (Deputy Chief Raymond Schultz, 11/2004).
7. Modified title of Strategy 5.3.1 from "Conduct annual review of strategic & operational technology plan that is tied to the budget process" to "Establish a Process for the Annual Review of Strategic & Operational Technology Initiatives as Part of the Budget Process"; modified measures of success as appropriate (Dir. Helen Gandara-Zavala, 11/2004).
8. Modified definition of Strategy 1.1.1. "Develop & implement a juvenile delinquency prevention initiative program for school-aged children" from "A measurable reduction in juvenile delinquency" to "A reduction in the number of "illegal substance abuse" arrests of Juveniles who are residents of Scottsdale. A reduction in the number of "Part I" (more serious) & Part II (less serious) crime arrests of juveniles by Scottsdale Police Department. Survey responses from schools indicating a reduction in reported juvenile drug & alcohol use" (Lt. Frank O'Halloran, 11/2004).
9. Modified Strategy End Date from 09/2004 to 12/2004 for Strategy 5.2.2 "Conduct refresher radio training for all employees who use radios" (Mgr. Tom Melton, 11/2004).
10. Modified Strategy End Date from 12/2004 to 06/2005 for Strategy 4.2.1 "Test emergency/recovery protocols & develop city-wide business recovery plans" (Cmdr. Burl Haenel, 11/2004).
11. Modified Strategy End Date from 12/2004 to 06/2005 for Strategy 5.3.4 "Improve department web capabilities" (Dir. Joe Hindman, 11/2004).
12. Modified scope & title of Strategy 2.3.2 "Increase percentage of Spanish speaking employees through hiring & training" to "Recommend & implement best practices in recruitment of Spanish speaking police employee candidates" & modified Strategy End Date from 12/2004 to 07/2005 (Cmdr. Dave Marshall, 11/2004).